

SHARING THE VISION

CITY OF FRESNO



FRESNO
CALIFORNIA'S
NEW FRONTIER

Annual Report

TO THE COMMUNITY

JAN. 1, 2003



A SPECIAL REPORT PAID FOR BY THE CITY OF FRESNO

City On the Move

Sky's The Limit in Downtown

A major transformation got underway in downtown Fresno in 2002 and a new Downtown is clearly emerging. The new Downtown is identified in Vision 2010, the City's 8-year, comprehensive strategy for revitalizing Fresno's central core.

The face of the new Downtown is changing before our very eyes, seemingly on a daily basis. A major highlight was the grand opening in May of Fresno's newest "crown jewel", the long-awaited, \$46 million, 12,500 seat municipal stadium. The Fresno Grizzlies attracted hundreds of thousand of visitors to the downtown area and set new attendance records at the stadium.

With the Stadium serving as the centerpiece, visitors also enjoyed the area's other improvements including upgraded streets and sidewalks, enhanced lighting and landscaping and expanded parking facilities. The stadium will continue to attract visitors throughout the year as it plays host to a full range of events. In addition to baseball, the stadium has already held football and softball games, concerts, a car show and several community events.

The following two exchanges capture the spirit of putting an end to the 'Tale of Two Cities.' It has been supplanted by "a story of one united community," determined to succeed.

President Bush indicated to Mayor Autry during the December visit to the White House that he was very aware of the many successes Fresno has accomplished over the past year.

Former HUD secretary Henry Cisneros noted to the mayor that Fresno is quickly becoming known around the country as a progressive city on the move. That is why he is coming here to build his homes for America City Vista.



The Tower at Civic Center Square, currently under construction, will include 294,000 square feet of office space and a 900-space parking garage. The \$48 million project is the largest private development in downtown Fresno in over 30 years.

The skyline of Fresno's new Downtown has continued to change in dramatic fashion, creating a new urban image for our community. Construction on the \$250 million Regional Medical Center continued to move forward rapidly. As the centerpiece for the new complex took shape, a 6-story, 340,000 square foot Trauma and Critical Care Building, the new look of downtown's northern section emerged. In April, the City and Agency Board transferred title to the University of California at San Francisco for a \$26 million, 3-story Medical Education Building in the Regional Medical Center campus.

Also in April, work began on what will soon become the City's tallest skyscraper. Construction on the \$120 million, 450,000 square foot Federal Courthouse is well underway and is scheduled for completion in 2004. The striking glass and steel structure will overtake the former Del Webb Building, which opened in 1969, as the tallest building in Fresno.

Sharing the spotlight in this banner year are several other projects that are also very important in re-shaping Fresno's downtown and bear witness to the importance of public-private partnerships to sustain the pace of revitalization. Currently, four government office facilities are under construction - the \$18 million renovation of the Guarantee Building and a new multi-story parking garage for the Internal Revenue Service and Immigration and Naturalization Service; A \$48 million, 11-story office building and parking garage for IRS and CalTrans workers being

built by The Penstar Group; a \$35 million, 6-story office building and parking garage developed by Palmer and Associates for the IRS; and Aardex Corporation's \$18 million, 2-story office and records center and parking garage.

More than 4,230 employees will work at these four facilities, which will bring other economic benefits to the downtown area. In addition, since each of these facilities is pri-

the \$25 million Courthouse could begin in 2003. Another element of the downtown revitalization program, important to the City's convention industry, is a proposed convention hotel adjacent to the City's Convention Center Exhibit Hall. This facility is expected to provide 20,000 square feet of additional exhibit hall and banquet/meeting room space, and would be linked to a 1,500 car parking structure pro-



Fresno's new Federal Courthouse will be downtown's tallest building. Completion is scheduled for 2004.

vately owned, with long-term lease agreements, the properties remain on local tax rolls, generating property taxes to support the further downtown revitalization efforts.

As further evidence that revitalization will continue at its current pace, several additional projects are in the planning stage. The State of California has authorized the purchase of a site in downtown Fresno's "Old Armenian Town" area as home for a new Fifth District Court of Appeals building. Construction of

posed for construction at the Convention Center.

All of the major projects that have been recently completed, along with those currently under construction, and others currently in development total over \$1 billion of investment in Fresno's downtown. This fact is clear evidence that the revitalization of downtown Fresno has reached a true turning point after many years of effort by public and private sector leaders from every corner of the community.

New Vision for Fresno Guides our Course

When I became your mayor just about 2 years ago, I shared with you a vision for our community that has guided me since the day I took my oath of office. The vision of a united city working together to ensure equal access to opportunity, education and quality of life for every man, woman and child regardless of their race, religion, age or socio-economic status.



Alan Autry, Mayor

This year's Annual Report will help illustrate how we're putting this vision into action. Thanks to unparalleled levels of teamwork across our community, we've built an impressive list of accomplishments.

For instance, we've turned the corner on downtown revitalization. Our new stadium is a great success by every measure, but that's just part of the story. In November, construction began on two new multi-story downtown office buildings funded by private developers. These are the first major projects to be built with private money in the downtown area since the early 1970's. Add in the construction of the new Federal Courthouse, which is well underway, and the construction of the State Court of Appeals building which will begin soon, and you can see this momentum at work.

Giving young people the best possible chance for success is fundamental to building a healthy city and is a cornerstone of our new vision. During the summer we hosted the first ever Friendship Games and brought young people together from all over our city to play, learn and build lasting friendships. We celebrated the opening of our second Community Science Workshop, located in central Fresno. Thanks to the hard work of Office of Education headed by John Madrid and Alita Warner, we were also awarded over a quarter of a million dollars by the Federal government. With those funds and in partnership with the Fresno Unified School District, the Mobile Science Workshop was created, which will benefit kids all over the city. We're opening new parks throughout our community and modernizing our older ones. These are investments in Fresno's future and they are making a difference in kids' lives.

We are also doing what must be done to prepare ourselves for the new challenges of a post 9-11 world. On the anniversary of those terrible terrorist attacks on our nation, we launched the Fresno Citizen Corps and have called on you to give of yourself in service to your community. In the event of another tragedy like 9-11, a natural disaster, or even a short-term emergency, our law enforcement and public safety agencies will need trained volunteers to assist and support them in their lifesaving work. I'm counting on you to swell the ranks of our Citizen Corps and make Fresno the most prepared city in America.

Job creation is a critical component of our vision, as well. We're using our designation as a Federal Empowerment Zone to bring new jobs and new business into our city and we've adopted our 2025 General Plan Update, a document that will guide our City's growth for the next quarter of a century.

This year we welcome three new Council members to Fresno City Hall. I believe each one of them wants the very best for our City, just as their predecessors did. While we are not always going to agree on how we get to our final destination, I am committed to working together until we do.

So, we have good news to share. We also have challenges, such a State budget shortfall that will have serious impacts on our community. The solutions will not be easy nor painless. But I believe with absolute certainty that a united Fresno can overcome any and all obstacles.

In these most challenging of times, I am convinced it can truly be our City's finest hour. God bless you, God bless Fresno and God bless America.

Future of City is Looking Up

The 2025 Fresno General Plan adopted by the City Council in November 2002 signals the dawn of a new era of commitment to comprehensive and aggressive strategies directing urban growth so that it enhances the well being of the entire metropolitan community, including the city's urban core and traditional downtown. One of the basic concepts of this General Plan can be characterized by the phrase "in, up and mixed." This plan utilizes measures such as the "Landscape of Choice Principles and Strategies" produced by the Growth Alternatives Alliance (a local coalition of business and conservation interests) to control urban sprawl with land development that focuses upon mixed uses, activity centers, infill of vacant parcels and moderately increased residential densities. This plan will direct almost 80 per-

cent of the city's population growth to occur within the established urban boundary, thereby helping to minimize impacts on air quality, traffic congestion, water supply and quality and public utility services.

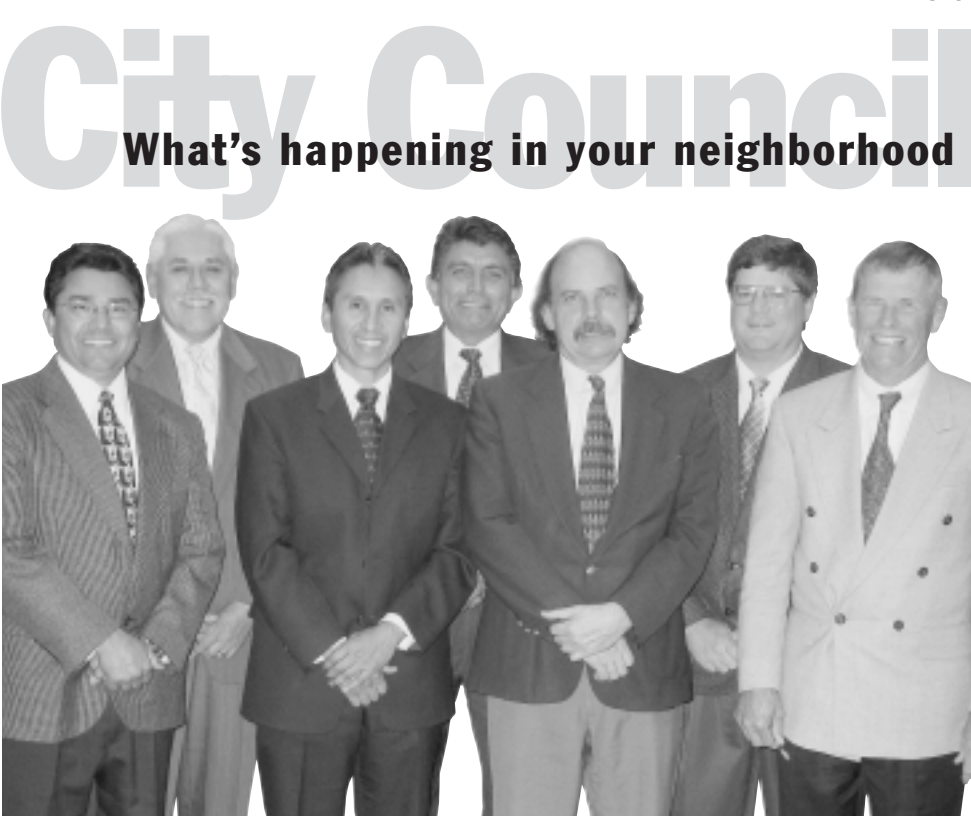
In addition to the traditional and required general plan chapters ("elements") such as land use, housing, open space and circulation, the 2025 Fresno General Plan contains an Economic Development Element and two unique and innovative sections: the Regional Cooperation Element and the Implementation Element.

Fresno is one of the first cities in California to adopt a Regional Cooperation Element in its General Plan establishing formal policies pledging its commitment to consult and work with nearby cities and counties on planning and growth issues.

The other 2025 Fresno General Plan innovation is the Implementation Element that requires an annual statement of plan progress and integrates the General Plan with the city's budget process.

The Economic Development Element builds on Fresno's recent successes, such as the Federal Housing and Urban Development Department's designation of Fresno as an Empowerment Zone, helping make the city more attractive to business and further local job creation efforts.

The 2025 Fresno General Plan goes far beyond traditional land use issues and makes a strong commitment to downtown development as well. This will ensure that Fresno's downtown reclaims its central place in the City's geography and lifestyle.



Fresno City Council (from L to R) Brad Castillo (District 4), Sal Quintero (District 5), Council President Henry Perea (District 7), Dan Ronquillo (District 3), Tom Boyajian (District 1), Jerry Duncan (District 6), Brian Calhoun (District 2).

DISTRICT

Council Member Tom Boyajian

1 The signal lights at Ashlan and Cornelia and Ashlan and Blythe have been a priority of mine for the past several years. They are now operational. These signal lights impact two schools within the area: Steinbeck Elementary School and Central East High School. Their installation provides children with safe pedestrian crossings and controlled traffic flow.

We have had many infrastructure projects approved and completed this fiscal year. These projects include sidewalk rehabilitation at North Fruit and Dakota, North Fruit and North West, between Dakota and Shields, Fruit & West near Roeding School, West Cornell, West Michigan, and West Simpson off of Hughes and Shields. Also completed is reconstruction of sidewalks on Calaveras and McKinley, Home and Floradora, North Feland, North Lead, West Acacia near Emerson and Marks, West Cornell near Fruit, and sidewalks at West Crystal between Dakota and Shields.

Good news for the district arrives with the SaveMart purchase of the Wetland Shopping Center. SaveMart plans to renovate, rehabilitate, and beautify the Center. Dakota Woods apartments

at Dakota and Hughes has been purchased, with rehabilitation and repair already underway. These apartments will be transformed into a gated community, which will rent at market rate. A new Ace Hardware store opened a few months ago in the Tower District.

A new elementary school will be built next to Quigley Park, providing many opportunities for the children in the area. With the school adjoining the park, neighborhood children will be provided more recreational opportunities.

This past December, a new skate park was dedicated at Lion's Park, giving the children in the community a state-of-the-art facility. It can accommodate up to 225 skaters at one time.

We have just completed a beautification project for the Tower District, which included sidewalk rehabilitation and replanting of the Olive Street median. We also have approved funding to acquire and construct more parking facilities in the Tower District.

Major bike paths have been installed in District One at North Van Ness, West Emerson, West Dakota, and North West, providing more people the opportunity to enjoy their recreational time.

DISTRICT

Council Member Brian Calhoun

2 As the Councilmember for District 2, I continue to be proud to wear two hats: one for the district and one, along with the Mayor and my Council colleagues, for the entire city. Along with my council assistants, Ann Kloose, Sharon Tittle and part-time staff assistant Erin Alderette, I am proud to recount various District 2 accomplishments.

Of particular pride is the dedication of Orchid Park, named in honor of the "Orchid Awards" recipients. The Orchid Awards program is in its second successful year, and continues to gain prominence and visibility among citizens who appreciate the awards given to people who inspire beauty and creativity in landscaping and architectural projects within the District.

District 2 has implemented many previously deferred safety-related gutter, curb and concrete infrastructure projects. These include streetlights, installation of traffic safety enhancements, and median island landscaping. Additionally, we have made significant progress in Herndon Town, an area of the District that has received little attention in the past.

District 2 is also proud of its joint efforts with City staff in establishing uniform design guidelines for the City of Fresno. These standards were successfully adopted as part of the General Plan in

November and will serve as a blueprint for Fresno's future.

I also remain focused on efforts to strategically plan for Fresno's future. Considered one of the most fiscally conservative councilmembers, I am pleased to chair the Council Fiscal Forecasting Committee, which actively works towards improving the City's fiscal health. Additionally, I remain committed to establishing and promoting more efficient methods of delivering City services through the improvement of governmental structures.

As Vice-Chair of the Fresno Redevelopment Agency (RDA), I have been pleased to be part of the fine progress on many outstanding projects which are critical to rebuilding the core of our city.

District 2 enjoyed a productive relationship with Captain Greg Garner and his officers in the Northwest Policing District. In conjunction with our residents who advise us of issues that concern their neighborhoods, we have found ways to successfully collaborate on public safety, including traffic enforcement and crime abatement.

In summary, I am delighted to report on this year's progress and look forward to having a continued impact on issues of importance to District 2 constituents, which are likewise beneficial for all Fresno citizens.

DISTRICT

Council Member Dan Ronquillo

3 In 1994, I ran for City Council District 3 with three promises to the residents of Fresno. They were: 1) downtown revitalization, 2) business park development, and 3) community & housing improvements. Since taking the seat as City Councilmember I have had the opportunity to initiate and oversee significant advancement in these three areas.

Prior to 1994, businesses were abandoning downtown. Today, I can drive downtown with gratification as construction cranes work in every corner of the downtown area. We have brought an estimated \$1,043,300,000 in current and completed construction value. The new construction has brought jobs, businesses and a solid foundation for continued growth and prosperity.

Back in 1994, I read with disappointment that another major company had declined to invest in Fresno. Reversing that trend inspired me to seek office, make changes and promote job growth. The City of Fresno can now boast that Business Park

investments include \$8 million for Roeding Business Park, \$2 million for South Industrial Parks and \$2 million for the Airport Industrial Park. With this \$12 million investment, the base has been set for meaningful job growth.

There has been a prevalence of substandard housing conditions in Fresno as well as an ongoing shortage of affordable housing. I sought solutions to these housing needs. I formed C.U.R.E. (Coalition for Urban Renewal Excellence) a private, nonprofit committee to purchase vacant, abandoned homes. These abandoned homes have been repaired and sold as affordable housing. I spearheaded another new program in cooperation with the Redevelopment Agency, the Housing Authority and the City to rehabilitate 448 homes in less than 2 1/2 years. This program is on target to rehabilitate as many homes over the next 2 1/2 years.

Your friendship, eyes, ears and commitment to your neighborhoods, made it possible to complete these goals. I want to thank you for your support and for giving me the privilege and honor of serving you.

DISTRICT

Council Member Brad Castillo

4 There are many exciting projects that have been completed or are underway this year in Council District 4. In April 2002, a grand opening was held at Cary Park to celebrate the completion of the Cary Park In-line Hockey Rink. The hockey rink was a true collaboration between local businesses, government and community. Lighting for the rink is underway and will be completed by early spring.

Some of the most significant accomplishments have come as a result of investing dollars in our older neighborhoods. By the end of 2002, over \$251,000 has been invested in District 4 neighborhoods. The areas bounded by Gettysburg, Rialto, Fresno, and Fourth have benefited from sidewalk repair. The Weathermaker area east of Chestnut and Olive has received funding to repair sidewalks and curbs. I am aware of the need for concrete repair in District 4. During upcoming budget deliberations, I will strongly urge my colleagues to join me in supporting increased funding allocations for your neighborhoods.

In addition to neighborhood projects, we have been active in working with Stone Soup, property

managers and nearby churches to address neighborhood safety concerns in the El Dorado area. With the support and efforts of this group, it is my priority to make this area crime-free and enjoyable for the residents.

If you have driven by the northeast corner of Cedar and Dakota, you will see that work has commenced on what will eventually become the crown jewel of District 4. The Village at Granite Park will offer entertainment for District 4 residents of all ages. The sports, retail and entertainment complex will consist of an array of outdoor and indoor sporting activities and a "Planet Granite" health club featuring a 10,000 square-foot climbing rock. History, arts and cultural celebrations, Sober Grad Night, youth carnivals and a Wellness Expo are just a few special events expected to be scheduled at The Village at Granite Park.

While this year has been a huge success, I anticipate an even busier year in 2003. Coming in January, your district satellite office will be at the UC Merced Center. I look forward to another successful year of rebuilding neighborhoods and improving the quality of life in Fresno.

DISTRICT

Council Member Sal Quintero

5 I wanted to take this opportunity to thank the constituents of District 5 for the support you have given to me for the last eight years while serving as your City Council representative. As my stewardship on the City Council is coming to an end I would like to reflect on the accomplishments of the last eight years.

Throughout the years we have addressed many issues and concerns. I am proud of our efforts to systematically and deliberately identify code enforcement violations in our Council District. As a result of our efforts we have removed 7,000 inoperable vehicles out of our neighborhoods. We have continuously identified those code violations related to housing, landscaping, graffiti, and other problems related to urban blight. Our goal has always been to make Southeast Fresno the showcase for the rest of the city.

Along with cleaning up the Council District we have worked with the business community to expand business opportunities. We are very proud of the new Eastgate Shopping Center located at Chestnut and Kings Canyon. What was once a blighted and empty shopping center has been transformed, with the help of a developer, into a thriving new home for several stores and businesses. We are

very proud to announce the opening of a Home Depot in approximately six months at this shopping center.

As to future business development, we are looking forward to the start of construction for a 100 acre regional shopping center located at Tulare and Clovis Avenues. Along with this new shopping center we anticipate that many new homes will be built in the surrounding area. We look forward to working with the developers, business owners and other interested individuals to make this new business and residential development the most thoughtful and appealing project for Southeast Fresno.

Finally, I am proud to announce a project that race track enthusiasts will be thrilled to hear about: a proposal to build a Motor Sports Park in Southeast Fresno. If this project comes to fruition, it will certainly compete with the other tracks we have in the San Joaquin Valley.

As of January 7th, Mike Dages will be your new City Council representative for District 5. I can assure you that he will be as responsive and proactive as I have tried to be over the years. On behalf of Mike and myself, it has been both a pleasure and honor to have served and represented you on the Fresno City Council.

DISTRICT

Council Member Jerry Duncan

6 A healthy climate for business and an opportunity for Fresnans to realize the American Dream of working and owning their own home are vital for a our community. District 6 has continued its growth over the past year in a fair and managed process. Among the economic development successes in District 6 are the opening of the new Costco, the expansion of St. Agnes Hospital, the Community Medical Center Heart Hospital and millions of dollars of additional private investment in job creation.

While the district has been growing, managing that growth is also important. The changes that were made in the development approval process have involved greater public and neighborhood input and continues to work well. Meaningful community participation is now part of the system. The Northeast Area Plan Review and Implementation Committee hears projects at public forums twice monthly. In addition, the city's first significant change for future growth was implemented in District 6 with a major smart-growth land use project, approved in 2002.

Construction of the City's new Surface Water Treatment Plant began May 23, 2002 at Chestnut and Behymer. Once completed, this \$31.5 million facility will produce up to 30 million gallons of

water per day and will reduce city-wide ground water depletion, replace contaminated groundwater supplies, and help meet future water demands.

We continued our commitment to the neighborhoods last year by completing several infrastructure projects for District 6. Over the last two years, more dollars have been used for neighborhood repairs than ever before. In addition to the substantial amount spent in neighborhood infrastructure, we have also completed several special projects. These projects include **1)** installing a sidewalk on the northbound side of Nees under Freeway 41; **2)** resurfacing the streets bound by Fresno/First and Herndon/Sierra; **3)** completing a new traffic lane on Shepherd from Millbrook to Cedar on the east-bound lane; **4)** completing the traffic lane on Shepherd from Chestnut, 800 feet west on the westbound lane; **5)** widening the west side of Maple south of Alluvial; **6)** painting safety striping and added safety reflectors on the Shepherd crossing of the Sugarpine Trail as well as poured concrete pads for 12 donated park benches; **7)** providing additional street tree trimming; **8)** installing a stoplight on Cole and Millbrook near Clovis West High School; and **9)** replacing the roof at Fire Station 13 at East Nees and Cole.

Not one dollar of District 6 infrastructure dollars went into anything but capital projects.

DISTRICT

Council President Henry Perea

7 Improving the quality of life for residents of District 7 has been my number one priority since taking office. The tremendous growth and progress District 7 has experienced over the last six years has helped to make great strides towards that goal.

Bringing new life to our business community through revitalizing our abandoned commercial areas has been a crucial part of my vision for District 7 and I'm proud to report a number of successful collaborations this past year. In the coming year, we look forward to the opening of the Foods Co. Shopping Center at the corner of First & Shields and new businesses at the old location of Valley Children's Hospital at Millbrook and Shields. Our Manchester Center is bustling with business and retail activities, and as home to our Senior Center and city departments, it is gaining recognition as a center for social and city services. We have also witnessed a resurgence of retail stores on the southern end of Blackstone. While celebrating these economic advancements, I have been cognizant of the need to attract quality businesses investments and

have lead the fight against establishments proven to adversely affect your quality of life.

An investment of more than \$8 million over the last six years in neighborhood projects has allowed us to make significant improvements by repaving roads, repairing sidewalks, trimming trees, installing curbs and gutters, and investing in landscaping projects. Take a drive around your District 7 neighborhoods, especially along Tulare and Belmont, and see for yourself how these investments have turned decaying neighborhoods into thriving communities. Families can also enjoy the scenic paths along the canal banks that cut across the heart of District 7 due to our beautification efforts.

All of these positive changes would have been impossible to accomplish without the support and input of our caring residents. By taking the time to call and share your concerns, you have been a vital part of my efforts to improve your quality of life. There are many great things in store for District 7. Thank you for giving me the opportunity to bring your vision to life.

Council Welcomes Incoming Members

The Fresno City Council's three newest members will take the Oath of Office on January 7th. Joining the Council will be Mike Dages (District 5), former Assistant to City Councilmember Sal Quintero; Henry T. Perea (District 7), former Assistant to City Councilmember Brad Castillo; and local business owner Cynthia Sterling (District 3). They replace outgoing City Councilmembers Dan Ronquillo, Henry Perea and Sal Quintero.

Mike Dages

Henry T. Perea

Cynthia Sterling

PUBLIC SAFETY

More Officers Patrol City

Under the administration of Chief Jerry Dyer, a reorganization effort was implemented to create a more efficient, service oriented organization.

To achieve this goal, a reorganization plan strengthened patrol with existing resources in each of the five policing districts, increasing the Department's ability to quickly respond to violent crime, and by focusing their attention on gangs, drug sales, and parole violators. As a result of the changes, 57 additional police officers were assigned to patrol positions, bringing total patrol strength to 300 officers.

The reorganization's impact on crime was immediate. By comparing 2001 and 2002 crime statistics from January through October, it was clear that violent crime was reduced by 10.3% and that property crimes had

been reduced by 2.3%. In addition, there was a 7.8% increase in felony arrests.

Traffic enforcement also benefited from the reorganization effort. Citations issued to traffic violators by motor officers increased 34% in 2002, helping to promote safe driving habits throughout the City. This focus on traffic safety got a further boost in November when the City and the County of Fresno reached agreement on sharing traffic citation revenue. The agreement will result in the hiring of 25 additional motor officers over the next two years.

Parolee apprehension is another key area of focus for the Fresno Police Department. A significant number of parolees have been released from state prison during the past few years. A Parole



The Police Department is transitioning it's fleet to a more easily identifiable appearance. This design was chosen with input from the public.

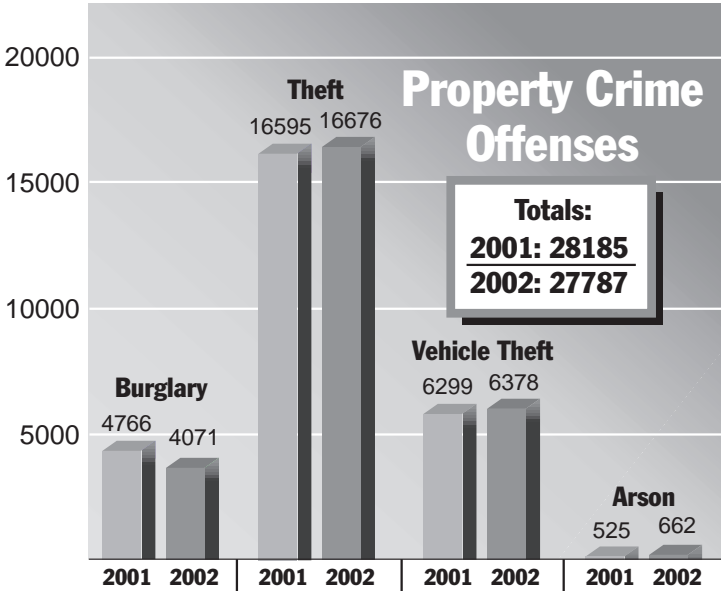
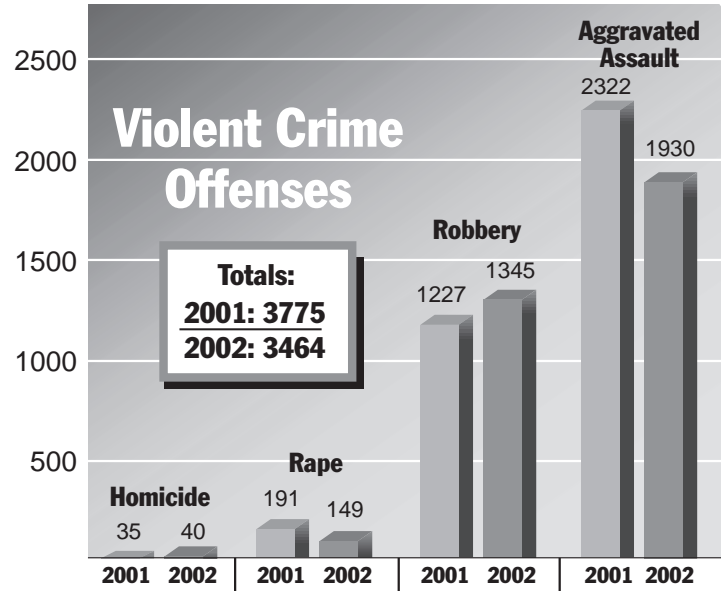
Apprehension Team was formed to locate and arrest parolees in Fresno who violate the terms of their release. The Team made 607 arrests in 2002.

Five newly formed District Crime Suppression Teams (DCST) were created to replace the Violent Crime Suppression Unit (VCSU). By assigning one DCST to each of the department's five policing areas, District Commanders are able to address urgent crime issues more quickly. Whereas VCSU was made up of two supervisors and twenty officers, the new District Crime

Suppression Teams include seven supervisors and sixty-five officers.

Since its implementation in January of 2002, the Juvenile Accountability Ordinance has been tracked to determine it's impact.

Data collected during 2002 found that 817 students were detained during school hours and returned to their campus. Of those, only 52 were cited as repeat offenders under the ordinance, for a recidivism rate of 6.4%. During the same time frame, selected reported crimes dropped approximately 4%.



Fighting Fires



Fire losses in Fresno trended upward in 2002, impacted by several major incidents including a fire at Fresno High School which caused approximately \$1 million in damage. A total of 27,133 calls for service were received during the year. Of these, 9,085 were fire calls and 18,048 were medical aid/good intent calls. 542 calls were related to arson-caused fires, which resulted in a loss for the year of \$2.3 million dollars.

With new construction in Fresno increasing dramatically during the past year, the Fire Prevention Bureau logged hundreds of hours of inspection time, focusing on projects such as the City's downtown stadium, the Gap Warehouse facility, the Airport construction project and several other large commercial complexes. Because of the acceleration in new construction, Fire Inspectors were able to complete only 39% of their annual scheduled fire inspections, concentrating these on hospitals, care facilities and specialized commercial buildings. Firefighters were also involved in this effort, and completed 6,530 fire inspections during this calendar year.

Progress continued on establishing a Metropolitan Medical Response System (MMRS). The MMRS is

designed to manage the human health consequences of a terrorist incident involving the use of weapons of mass destruction, such as nuclear, biological, chemical weapons that would create mass casualties. Local hospitals and other emergency agencies are also involved in this effort. The program is expected to be completed and operational in 2003.

In conjunction with other local agencies, the four local school districts in Fresno, the County of Fresno, and other Valley fire departments and districts, the Fresno Fire Department also completed a productive eventful year of community service projects. In addition to the Burn Aware programs, which are presented annually to 28,000 elementary school students, efforts continued to install smoke detectors in the homes of Fresno's senior citizens.

Freddie the Fire Engine and Sparky the Dalmatian are regular visitors at local safety fairs and continue to deliver their fire safety messages to students. Firefighters again escorted local handicapped children to the Big Fresno Fair as part of the "Firefighters Creating Memories" program. A new project this year was a public education program that instructed children and adults on what to do in case of a chemical emergency.

Did you know?

Downtown Building Boom

Partial list of construction projects currently underway or recently completed.

Regional Medical Center	\$324 Million
Federal Courthouse	\$120 Million
The Tower at Civic Center Square	\$ 48 Million
Fresno Multipurpose Stadium	\$ 46 Million
IRS Operations Center	\$ 35 Million
Convention Center Exhibit Hall	\$ 30 Million
Guarantee Building Renovation & Garage	\$ 18 Million
Fresno Adult School	\$ 12 Million
Crescent Shopping Center	\$ 8 Million
Cornerstone Church	\$ 5 Million
California Hotel Renovation	\$ 4 Million
Bureau of Reclamation Building	\$ 4 Million
Chamber of Commerce Building	\$ 2 Million
Diamond Casino	\$ 1 Million

Management Hires Strengthen City

The challenges in the City of Fresno have required an emphasis on recruiting the best person for the right job. City Manager Daniel G. Hobbs undertook special efforts in 2002 to attract exceptional management personnel to fill vacant department positions.

Fred Burkhardt came to Fresno from West Covina, CA. Piloting the newly-formed Housing, Economic and

Community Development Department, Burkhardt brings his skill with economic development policies, business retention and marketing, strategic partnerships and real estate management to a diverse staff.

The nationwide search for Personnel Services Director yielded a talent from the Valley. Adela P. Gonzalez was recruited from her prior position as City Manager of Delano. Prior to Delano, Gonzalez had worked as Personnel Director for the City of Hollister. With a BA from UC Santa Cruz and a

Certificate in Human Resources Administration from San Jose State, "She has the experience needed to take our City's personnel system to a new level of excellence," noted Mr. Hobbs.

Most recently serving as Chief Information Officer for Dallas/Fort Worth International Airport, Robert D. Hendricks was tapped after a national search, to oversee Fresno's talented Information Services Administration. In addition to holding a Bachelor's Degree in Business Administration, Hendricks'

background includes developing IT systems for world-class corporations such as McDonnell Douglas, Aetna Life Insurance and El Paso Gas. Those diverse skills acquired in overseeing internationally noted business systems will add value to the technology development at the City of Fresno.

National recruitment for Director of Transportation called for a specialized set of skills. Noah Lagos has all those skills plus the management expertise to operate Fresno's commercial and general

aviation airports, as well as to oversee the City's municipal transit service. An Accredited Airport Executive with a Master's Degree in Aeronautical Sciences, Lagos had most recently served as Chief Operations Officer at Sarasota-Bradenton International Airport in Florida. "Mr. Lagos is a well-respected executive in a difficult transportation environment. His addition to the City of Fresno management team is a tremendous asset," commented Mr. Hobbs.

FROM THE CITY MANAGER

Best Practices Drive Results

The City of Fresno is a large \$700 million per year public services corporation. Even though our business is public services, we still need to use business principles and best practices.



Dan Hobbs, City Manager

Recognizing the power of "we", the City Manager's Office encourages collaboration and open communication. We believe the best leadership doesn't go for the spotlight, but rather creates conditions for people to excel.

As you can tell from this annual report, there have been so many good things accomplished this past year. The successes are a story of "we"; people in City Hall and in the community working together. Here are my favorite top 10 accomplishments for this past year:

1. Adoption of the City's 2025 General Plan which will shape the future of Fresno for decades. Thank you, to Nick Yovino and the Planning staff for their hard work. Special thanks to the Mayor and City Council for their leadership on this visionary issue.

2. Completion of the City's downtown stadium on time and within budget. Everyone who has been there has enjoyed the experience. It is a glimpse into the future of downtown Fresno. It has also become a symbol of the new Fresno.

3. Securing the Empowerment Zone for Fresno, a powerful tool for economic development. Already new jobs have been created. Thank you, Mayor Autry and Fred Burkhardt for your trips to the White House to get the Empowerment Zone!

4. Securing 92 additional police officers with federal funding assistance.

5. Reorganization of the Police Department which effectively increased street patrol by 57 officers.

6. The creation of a \$10 million emergency reserve to protect City services and to anticipate state cutbacks. Thank you City Controller, Ruthie Quinto!

7. Downtown building groundbreakings, including the new federal court house and new IRS buildings, providing 1,056,000 total new square footage.

8. Completion of the airport improvements program at Fresno Yosemite International Airport. This 10 year, \$63 million capital project concluded with the November dedication of the dramatically designed airport concourse.

9. Recruitment of seven exceptional executives to fill vacant department head positions. We have a top flight professional team!

10. Construction of the City's first Surface Water Treatment Facility began April 16, 2002. This \$32 million, state of the art facility, will supply 30 million gallons per day of potable water capacity to meet the water needs of homes, parks and businesses.

As TEAM FRESNO! moves forward into 2003, I anticipate an equally successful year!

Dan

The Year in Review



Parking? Lots!



The City of Fresno recently began offering park and ride shuttle service from city-owned parking lots to office buildings and courts in the downtown area. The service is provided under contract by Golden Eagle Trolley and carries close to 300 passengers each weekday.

Contrary to popular legend, downtown parking continues to be available and affordable. Day parking, hourly parking and metered parking is sufficient to meet current demand and additional parking facilities are being planned and built to accommodate future growth.

With the increase in downtown activity, spurred on by the stadium and other developments in the area, managing parking resources has become an important priority for the City. Significant investments have been made to build and improve facilities. In addition, parking zones and hours have been modified to provide a necessary mix of short term and long term parking options for downtown visitors, customers, shoppers and workers.

Metered parking is primarily intended for users of under two hours. Located curbside and in small lots, meters help ensure that parking spaces are available for needs such as store visits or shorter appointments.

Downtown workers have access to long-term parking lots and garages for their needs. While not always located steps away from their workplace, these facilities are almost always within easy walking distance. The cost of parking permits in Fresno is very affordable as well; about \$1.50 per day on average for most downtown workers.

Event parking is provided to accommodate high traffic volumes and is commonplace at nearly every large entertainment venue in the nation. Event parking helps reduce the taxpayer cost of building and operating public facilities like stadiums and arenas and encourages ridesharing. In Fresno, event-parking fees are one of several stadium revenue sources. However, all other parking fees, including those for meters, permits and fines, are used to operate and enhance Fresno's overall downtown parking program.

Cheers Greet Stadium Opening

On May 1, 2002, Fresno entered an exciting new era as a standing room only crowd filled the City's new multipurpose stadium to capacity. Following only 11 short months of construction, the city's downtown jewel had risen from bare dirt to become the centerpiece of civic renewal in the heart of the Fresno community.

As the Fresno Grizzlies took to their new field for the very first time, the excitement was palpable. Fans reveled at the stadium's comfort and its feature-rich design. Many in the opening night crowd of nearly 12,800, now seeing the facility first-hand, expressed pride in what had been accomplished.

Night after night, the stadium's seats were filled with baseball diehards, families and others enjoying an entertaining evening under the stars. Grizzlies attendance at the

downtown stadium far surpassed that of the team's previous seasons, played at Fresno State University. With a number of sell-out crowds and a strong base of devoted fans, season attendance reached over 560,000, the third highest of all Minor League baseball stadiums.

Beyond baseball however, the City's downtown stadium proved itself to be a true multi-purpose facility. High school football took to the field in the fall and the stadium played host to several big-name music events, including concerts by the Beach Boys and the legendary B.B. King. Even purple dinosaur Barney got into the act, putting on a show that attracted thousands of kids and parents from throughout the Valley to downtown Fresno.

Other special events included a wildly successful Corvette Car

Show, celebrating the 50th anniversary of the automobile classic, and Sudz in the City, downtown's annual beer tasting and music event. In December, the stadium roared with the sound of power as Motorcycle Supercross riders flew through the air over dirt jumps around hairpin turns as local fans cheered them on.

In just it's first year, the stadium has already proven to be the kind of versatile, exciting and fan-friendly place it was promised to be. In addition, the stadium has helped enhance the image of Fresno as a city willing to invest in itself and its future. As other projects currently underway in the area illustrate, downtown is beating strong once again as the heart of the Fresno community.



More Than Just a Walk in the Park

As the skateboard craze took hold in Fresno in the mid-90's, the City's Parks and Recreation Department quickly heard from kids and their parents that a local skate park was needed to accommodate this wildly popular sport. The City soon began working toward turning the idea into reality. Designs were created, a location was identified and four months after ground was broken, Lions Den Skate Park opened to the public.

The 30,000 square foot in-ground skate park was a model of community involvement. A committee of local skaters was formed to help design the facility and one of the country's top skate park architects was hired to oversee the project. The opening of the new skate park was the culmination of over 3 years of effort and the facility has earned high praise from local skaters and professionals alike.



Successful projects like the Lions Den Skate Park is an example of the value Parks and Recreation Department places on public input. During the past year, the department took its outreach efforts to a new level by hold-

ing public meetings, conducting a user survey and interviewing over 100 local leaders to help identify the community's future recreational needs. In addition, the department took steps to increase awareness of the City's recreational offerings by developing a full color brochure promoting local parks and community centers.

The Department was also active in pursuing State and Federal grants to enhance programs and facilities. In 2002, the Department successfully obtained over \$4 million in grant funds, which will be used to replace field lighting at 7 playgrounds and build new public restrooms. Other projects include the construction of new picnic shelters at neighborhood parks, new softball and soccer fields, upgrades to outdoor basketball courts and San Joaquin River Trail improvements.

Another grant is earmarked for the design and construction of a 20,000 square foot Youth Center in the downtown area. The facility will be built at Dickey Playground and will provide an array of services and support programs to the young people of our city.

During the year, the City welcomed the opening of a second Community Science Workshop, which



provides a hands-on learning experience for neighborhood kids. Another exciting development is the anticipated arrival of the City's first Mobile Science Workshop later this year, which will travel to parks, schools, and other locations to demonstrate the fun of learning.

On the sports front, new youth leagues, aimed at children aged 5-7 were introduced during the summer months. These leagues, which included "Biddy Basketball" and "Little Kickers" indoor soccer, added to the large number of day camp/sport camp programs regularly offered by the Parks and Recreation Department.

On a related note, the City's long-awaited Regional Sports Complex is scheduled to open to the public in the early spring. The expansive new facility at Jensen and West Avenues features nine soccer fields, six softball diamonds, tot lots, picnic facilities and hiking trails. The Sports Complex will provide ample space for leagues, tournaments and other local and regional sports events.

Citizen Corps Answers Call

Mayor Alan Autry announced the creation of the Fresno Citizen Corps, a new initiative to bring additional volunteer resources to the City's public safety and emergency response agencies.

Fresno Citizen Corps functions as a component of the USA Freedom Corps, a national umbrella organization established by President George W. Bush, that also includes the Peace Corps, AmeriCorps and Senior Corps. Fresno was one of the first cities in the country to establish an active Citizen Corps organization and has served as a model for other communities across the country.

The role of the Fresno Citizen Corps is to support public agencies by coordinating the efforts of Fresno's many volunteer, faith-based, health-care, business, military, public safety and emergency

response organizations. Twenty-eight local organizations have signed on as Citizen Corps affiliates, including Volunteer Fresno, which will link citizen participants with volunteer opportunities.

Other Citizen Corps affiliates include a number of organizations currently working alongside Fresno's police and fire departments, including Neighborhood Watch, Citizens on Patrol, Weed and Seed and Burn Aware, among others. The local chapter of American Red Cross is also participating in the effort. In addition, Citizen Corps will be developing Community Emergency Response



Teams and a Medical Reserve Corps to provide specialized assistance during disasters and other major emergencies.

The Chair of the Fresno Citizen Corps Steering Committee is Peter Weber, CEO of ANRON International and member of the Mayor's Council of Economic Advisors. Other Committee members include: Capt. Roger Enmark, Fresno Police Department; Carla Glazebrook, Deputy Chief of Staff to Mayor Autry; Ralph Goldbeck, CEO of Carlin Manufacturing and a member of the Board of Directors of the local chapter of American Red

Cross; Dr. Richard Kriegbaum, President of United Way of Fresno County; Kurt Madden, COO of One by One Leadership Foundation; Donna Ueland, Executive Director of The Volunteer Center; and Todd Valeri, General Manager of American Ambulance.

The Fresno Citizen Corps website provides information about the organization and includes descriptions of local volunteer service programs as well as registration information. The site, www.fresnocitizencorps.org was developed for the Fresno Citizen Corps by Fresno-based Alta Pacific Technology Solutions Group, Inc. Additional information is available by calling Fresno Citizen Corps at 621-5000 or by email at CitizenCorps@fresno.gov.

Jobs! Jobs! Jobs!

The City of Fresno’s economic development efforts are focused on growing the local economy through business recruitment, retention and expansion. As competition between Fresno and other cities to attract businesses has heated up, the City has put several aggressive programs to work to meet the challenge and has created over 600 jobs in the process.

Among the City’s most powerful business incentives are its twin designation as a Federal Empowerment Zone and a State Enterprise Zone. The Zone designations provide extensive tax benefits to businesses that locate in specific areas of the City, and in turn, provide much needed jobs for local workers.

In 2002 the City’s economic development team concentrated on developing tools and community relationships to maximize these benefits. Over 8,400 mailers and 10,000 brochures have been distributed and over 800 businesses

have been visited to explain the availability of tax incentives. In addition to the 600 new private-sector jobs that have been created, over 100 existing jobs have been saved as well.

While these foundational components are important to overall Empowerment Zone success, the highest priority has been to find jobs for “employment ready” Fresno residents. As a result of the Empowerment Zone’s first job fair at Hinton Community Center, 21 residents who live within the EZ area went home with new jobs.

Getting firms to relocate was once considered the main approach to economic development. However, the high costs of marketing and attraction is the most expensive approach to economic development. The Fresno Business Attraction and Recruitment (BAR) program is concentrating on firms that could quickly increase the tax base, jobs, and the diversity of the Fresno economy.

Targets of attraction efforts have included manufacturers, technology based firms, retail and service sector employers, corporate headquarters, sports teams, and entertainment venues.

Since 2001, the City’s economic development team has participated in 36 outreach events designed to attract and recruit business to the Fresno area. Over 33,700 people attended these events, which have included national trade shows, tax incentive workshops, speaking engagements and presentations to businesses and real estate brokerage firms. From these efforts 19 firms are strongly considering relocating or expanding their operations here. These firms represent 1,250 potential new jobs, at or above living-wage levels

The Economic Development Division expects over 24,000 new jobs to be created over the next five years through projects that have been approved the by City Council and are



A City sponsored Job Fair attracted over 360 applicants for new jobs in Fresno’s Empowerment Zone.

currently underway. These projects include the Palm Bluffs Business Park, Roeding Industrial Business Park, Internal Revenue Service, Federal Courthouse, Regional Medical Center & UC San Francisco Medical Center, Saint Agnes Medical Center Expansion, Dr. Naz’s Food Court, Well-Being

Health Center and State Center Warehouse, and the Fifth District Court of Appeals. The wage levels for these new jobs will be at or above the city averages, with even more jobs being created to provide necessary support services.

City Boosts Clean Air Efforts

Poor air quality is a growing concern in our community, and vehicle emissions are a source of air pollution in the valley. With a fleet of over 1,800 cars, trucks, buses, vans and specialty vehicles on the road, the City of Fresno has been expanding its alternative fuel vehicle program to help clean the air. Currently the City is moving ahead with plans to deploy a fleet of 25 Compressed Natural Gas (CNG) buses and 30 Liquefied Natural Gas (LNG) refuse trucks to replace older, higher emission vehicles.

The Fresno Area Express CNG bus fleet, which begins service this year, will reduce FAX fleet emissions by 30 percent. However,



It's estimated that passenger cars and trucks and heavy duty vehicle engines contribute nearly 50 percent of all on-road mobile source emissions within Fresno County.

the alternative fuel program is only one part of an overall effort to reduce transit bus emissions. Other programs at FAX include the installation of an advanced emission control product called Alliance, developed by the Cleaire Company. Alliance technology will be installed on 18 existing diesel buses to reduce oxides

of nitrogen (NOx) emissions by approximately 25 percent and particulate matter by 90 percent. The purchase of CNG powered buses, together with the use of Ultra Low Sulfur Diesel and Alliance technology, will help in reducing FAX’s total fleet emissions by more than 40 percent.

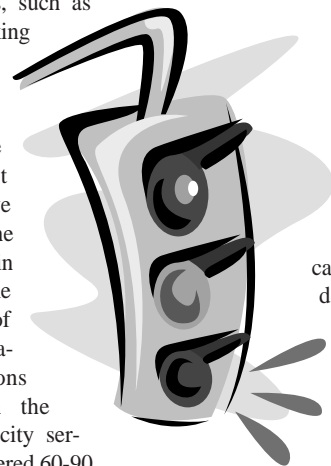
There is much more to Fresno’s clean air story. While the Solid Waste Division will place 30 LNG-powered refuse trucks into service this year, eventually more than 120 of these vehicles will run on LNG. In addition, the treatment of Ultra Low

Sulfur Diesel Fuel exhaust is planned for many of the City’s heavy duty vehicles that cannot be run on natural gas. Other, ultra-low emission light duty vehicles, such as parks maintenance carts and parking controller vehicles are being acquired as well.

Through the deployment of these CNG buses and LNG refuse trucks, the City of Fresno will boast the largest heavy duty, alternative fuel fleet in the entire San Joaquin Valley. Over time and as a result of these many initiatives, emissions associated with the performance of city services will be lowered 60-90 percent below the current levels.

As information and concern for air quality grows, technology designed to reduce emission is gaining momentum. Hybrid electric vehicles, battery-powered vehicles, and even hydrogen fuel cell vehicles are currently in demonstration or production in fleets throughout the country. In the near future, Fresno residents may find themselves riding on a zero emission bus, or sleeping peacefully as a nearly silent electric refuse hauler operates in front of their home.

The City’s commitment to clean air technology is nothing new. In 2001, FAX became one of the first public agencies in the nation to purchase an electric hybrid automobile.



“Smart Signals” Get Green Light

The City’s Public Works Department is currently in the second phase of a multi-year, \$15 million implementation of an Intelligent Transportation System (ITS). The primary objective of the ITS project is to improve traffic flow and reduce vehicle emissions within the city.

In the first phase of the project, fiber optic cable was placed along Blackstone Avenue from downtown to Herndon Avenue. Lines were also installed along Shaw Avenue from Golden State to Blackstone and along portions of Tulare Avenue and P Street in the downtown area.

The City also placed 23 cameras at strategic locations to monitor traffic flow along primary east/west corridors. It is anticipated that the ITS

system will be operational by mid-year with traffic synchronization along Blackstone Avenue to begin shortly thereafter.

Future phases of the ITS program will include Herndon Avenue from Freeway 99 to Willow Avenue, Willow from Herndon Avenue to Kings Canyon Blvd., and Tulare Avenue from Chestnut through the downtown area.

EARNED INCOME TAX CREDITS

More Money for Working Families



Thousands of working families in Fresno are missing out on an important tax benefit that could be putting money in their pockets each year and helping to boost the local economy at the same time.

The Earned Income Tax Credit (EITC) can provide as much as \$4,008 in cash refunds to families who earned up to \$32,120 in income last year. However, only 42 percent of eligible Fresno residents claimed the credit on their last federal tax return. The IRS estimates that nearly \$75 million in EITC refunds went unclaimed locally in 2001, depriving many residents of an opportunity to improve their financial situation.

This credit is for working people with or without children, single or married, who have earned income from employment or self-employment. The amount a person can get depends on the total income during the tax year. You may receive a refund that is more than taxes you have paid. To claim the credit, workers must file a tax return and complete Schedule EIC.

Residents can get:

■ Up to \$2,506:

If you have 1 child & a family income of less than \$29,201 (single) or \$30,201 (married)

■ Up to \$4,140:

If you have more than 1 child & a family income of less than \$33,178 (single) or \$34,178 (married)

■ Up to \$376:

If you have no children, are aged 25 to 64 (or your spouse is), and have a family income of less than \$11,060 (single) or \$12,060 (married)

Refunds will not count against benefit eligibility for worker who receive public assistance. In addition, families with at least one qualifying child, may be eligible to receive part of their tax credit with each paycheck throughout the year. To do so, fill out an IRS Form W5 and give it to your employer. The form is available at post offices, libraries, and IRS offices or by calling 1-800-TAX-FORM.

For more information about the Earned Income Tax Credit, visit the IRS website at www.irs.gov or call 1-800-829-3676 for a free copy of IRS’ Publication 596, *Earned Income Credit*.

FRESNO YOSEMITE INTERNATIONAL AIRPORT

Come Fly With Me

Fresno’s airport operations, and the aviation industry as a whole, experienced significant change during 2002. Airport security continued to be a top priority across the nation and here locally, as well. At the same time, Fresno Yosemite International Airport moved forward toward completion of the first major expansion of its passenger facilities in almost years.



An updated and modern entryway greets visitors to Fresno Yosemite International Airport. The Airport’s newly opened Concourse, featuring enclosed passenger jetways, can be seen in the background.

Some of the most visible changes at FYI include a sweeping new terminal entry, expanded parking facilities and enhanced directional signage. A sleek black granite monument welcomes guests into Fresno’s newly modernized airport facility along an inviting tree-lined boulevard. The number of available parking spaces was doubled and parking facilities were improved to include

brighter lighting, security cameras and attractive landscaping.

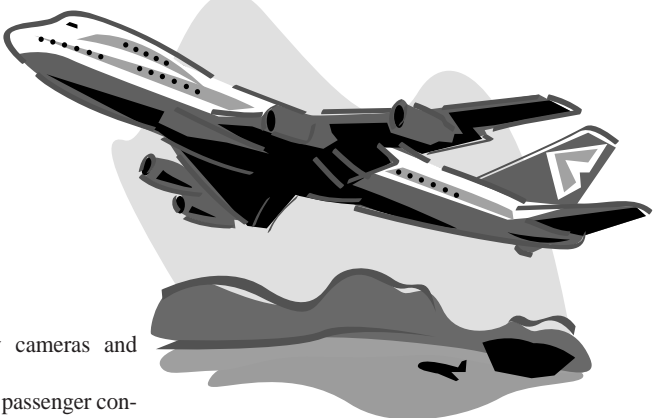
The airport’s two-story passenger concourse expansion features a massive window wall offering an expansive view of the Sierra mountains. The concourse project also included the introduction of jet boarding bridges to FYI, a long awaited amenity that provides an enhanced traveling experience

for those flying in or out of Fresno.

To better serve the needs of the traveling public, FYI now contracts with two of the nation’s best airport concessionaires to provide passengers and guests with top quality food, gifts and travel supplies. Hudson

Gift and News and Anton Airfoods, both of whom have distinguished themselves at airports worldwide for providing superior products and services, are now serving Fresno customers. For traveling professionals, FYI now boasts a versatile business center to help make working “on the road” a bit more convenient.

The concourse expansion project will bet-



ter accommodate Fresno’s expanding airline service offerings. While other airports nationwide lost service due to cut-backs in the airline industry in 2002, FYI continued to exceed expectations as airlines added flights and upgraded aircraft. American Airlines added a second jet to Dallas/Fort Worth in April, while America West Express/Mesa upgraded with larger regional jets to Phoenix and began jet service to Las Vegas. Allegiant Air added jet charter flights to Reno and SkyWest Airlines, which celebrated its 30 year anniversary with the airlines industry in August, continued to replace 30-seat turboprop aircraft with 50-seat regional jets on both the San Francisco and Los Angeles routes. Horizon Air also updated its aircraft from the older Fokkers to the new, more comfortable and fuel efficient Canadair regional jets.

After the tragic terrorist attacks involving U.S. aircraft on September 11, 2001, Congress enacted the Homeland Security Act which transferred airport passenger screening responsibilities to the newly formed federal Transportation Security Administration (TSA). Late last year, FYI was one of the first airports in the nation to receive federalized screeners. In addition, new equipment was installed to meet more stringent baggage screening requirements. Through it all, effective cooperation between Federal and local agencies helped to minimize passenger delays.

Department Updates

FRESNO AREA EXPRESS

DEPARTMENT OF HOUSING, ECONOMIC & COMMUNITY DEVELOPMENT

Smooth Ride Ahead

In 2002, Fresno Area Express (FAX) made significant improvements to its service to the disabled community. An updated Handy Ride reservation policy, which took effect in June, now allows riders to request service just one day in advance of their need. As a result of the change, no eligible passenger has been denied access to the Handy Ride service since the new policy was established.

The policy was developed in cooperation with FAX's Americans with Disabilities Act (ADA) Advisory Committee. The previous policy permitted passengers to make reservations up to 14 days in advance. However, many riders failed to keep their appointments because of changes in their travel plans. Reducing the advanced reservation time resulted in fewer cancellations



and improved the overall efficiency of the Handy Ride service. Cancellations and missed trips have been reduced by 21 percent and 11 percent respectively since the reservation policy was changed. At the same time, ridership on Handy Ride has increased by 20 percent.

Service improvements are also on the horizon for other FAX buses as well. The City's bus system will soon offer an answer to the eternal question, "when is the bus going to arrive?" FAX passengers will soon be able to track the status of the bus they're waiting for through digital displays showing the time of the next arrival, and even a countdown as the bus approaches the stop.

The new message boards will be installed early in 2003 at the Manchester Transit Center (MTC) and the downtown Courthouse Park transit stop. The system will display bus arrival and departure times using satellite technology used to monitor buses from FAX's central dispatch center. FAX is one of the first transit agencies in the country to deploy global positioning satellite technology, which will eventually allow passengers to check for the next bus arrival from their home or office computer.

GENERAL SERVICES DEPARTMENT

Keeping the Wheels in Motion

The General Services Department (GSD) works behind the scenes to keep the wheels of City government moving on a variety of levels. GSD services include citywide purchasing, repair of city vehicles, maintenance of telephone systems, printing services, and the upkeep of City facilities.

Public safety support is one of the department's most critical roles. For example, GSD is responsible for the purchase of police units, and ensuring that police and fire department communication systems, including 911 dispatch, is kept in peak operating condition.

Along with these ongoing responsibilities, in 2002 the department completed the upgrade of the City's entire telephone system, including the conversion to the City's new "621" dialing prefix. In addition to providing improved service, the system overhaul will save the City nearly \$3 million in operating costs over the next ten years.

The department's Purchasing Division was responsible for bidding and contracting over \$100 million in major public works projects in 2002, which included the City's new downtown stadium, the airport concourse expansion, and the northeast Surface Water Treatment Facility.

The GSD staff also did its part to support the City's downtown beautification initiatives by fast-tracking the completion of nearly 20 time-sensitive projects prior to the opening of the stadium. Among the projects was the installation of upgraded lighting along the Fulton Mall and in public parking facilities. By using energy-efficient lighting fixtures,

these improvements will save taxpayer money by reducing electrical usage. Other stadium-related improvements included the repainting of several buildings and the repair of the Fulton Mall sound system.

Zoo-goers also benefited from the work of GSD during 2002. When intermittent power outages at the Chaffee Zoo forced the occasional closure of concession stands, GSD staff provided a solution to the problem. They designed an electrical modification to prevent outages and keep the stands operating regularly, and saving the Zoo up to \$10,000 per day in lost revenues.



While the General Services Department is recognized throughout the City for its high standards of service, it's Fleet Division earned national recognition in 2002. In February, the City's Fleet technicians were awarded the "Blue Seal of Excellence" from the National Institute for Automotive Service Excellence (ASE). The City of Fresno was one of only three U.S. cities of its size to receive this honor.

ASE is a non-profit organization dedicated to improving the quality of vehicle repair and service. Fresno's Fleet Management technicians are responsible for maintaining a diverse fleet of over 1,800 vehicles including patrol cars, refuse trucks, street sweepers and heavy construction rigs.

As another accomplishment for 2002, the Convention Center has established a group sales office and has expanded marketing of this service. Customer service locations in the theater provide information on upcoming attractions and allow customers to provide feedback so that the Center can continue to improve service.

Patrons like the convenience of Fresno's entertainment and assembly facilities, and Center staff is constantly updating and improving them to meet diverse needs. Continuing the Center's commitment to those in our community with special access needs, the Center has completed five projects including railings, wheelchair lifts, more signs directing/informing patrons of special services and restroom modification.

On With The Show!

The Convention Center closed the year 2002 setting all records with "Beauty and the Beast"—the top grossing and top attendance Broadway show in the Center's history. Selland Arena has also hosted concerts by major entertainers such as Aerosmith, Neil Diamond, Eminem and Tool as well as family shows such as the circus, Disney on Ice, World Champions on Ice and a full range of sports events.

This year, 155 meetings/conventions/conferences, 140 sporting events, 30 family shows, 58 community and special events, 98 performing arts, 64 banquets/receptions, 35 trade/consumer shows and 20 concerts were held in Convention Center facilities. These 600 events brought 900,000 visitors to the Center.

Improving Fresno Neighborhoods



With assistance from the City of Fresno, Villa Del Mar provides quality housing to 48 low-income families. The apartment complex opened in May, 2002.

The Department of Housing, Economic and Community Development was created in February, 2002 by combining several previously separate functions into one cohesive unit. The mission of the new department is: "to enhance affordable living, economic vitality, neighborhood livability, the appearance of the community, and safeguard life, health, and property."

In the area of housing for low income residents, the Department has been instrumental in a number of vital projects, such as Villa Del Mar, a 48-unit apartment complex and Casas San Miguel, a 32-home subdivision for displaced families. With City assistance, Self Help Enterprises is currently constructing ten homes in Southeast Fresno, using a "sweat equity" program that requires the home buyer to help build their own home. In addition, work was completed on the Eleventh Street Project, which included six owner-occupied homes.

The department's Code Enforcement Division responded to 19,196 Housing, Zoning and Public Nuisance cases during 2002. As a result of City investigations, 34 dangerous or abandoned buildings were demolished. The department also

5,375 tons of green waste. The Graffiti Abatement team responded to more than 23,110 graffiti complaints and painted out more than two million square feet of graffiti.

CITY CLERK'S OFFICE

Information, Please

The City Clerk's Office is responsible for recording and filing City-related documents, creating agendas for public meetings and keeping minutes of all Council action. The Clerk's office is also the main contact point for the general public, seeking information relating to City business.

In addition to these duties, the Clerk's office also coordinates the production of "City In Action," a weekly television program highlighting City issues and community activities. This year, the show explored topics such as solid waste recycling, policing, code enforcement and the need for a water treatment plant in Fresno, among many others. City Councilmembers also made regular appearances on the

program, discussing issues or events taking place in their districts. The show airs regularly on cable Channel 14.

With 2002 being an election year in Fresno, the City Clerk's Office was responsible for maintaining campaign disclosure statements from candidates seeking election to the City Council. The Clerk's office maintained files on fourteen candidates, running for four Council positions. Campaign statements were made available for public review at City Hall and through the City of Fresno website. In addition, the Clerk's office responded to frequent requests from local candidates for clarification of various campaign laws governing elections in Fresno.

PERSONNEL DEPARTMENT

Our People Count

The Personnel Services Department is responsible for attracting, retaining and managing a workforce of approximately 3,700 employees who provide municipal services to Fresno's diverse population. The department is comprised of four divisions: administration, labor relations, training and risk management.

The department has focused on improving its support services to city departments and employees. One improvement was the implementation of an on-line personnel requisition system to help the City's 15 departments fill their job vacancies more efficiently. The department also implemented a program to help bring employees with job-related injuries back to the workforce more quickly.

City employees now have access to a newly established flexible benefits plan, which allows them to pay their out of pocket medical expenses and dependent care costs on a pre-tax basis. This new benefit is becoming more common in the workplace and helps employees get the most out of their paychecks.

Other accomplishments include successful negotiation of new collective bargaining agreements with two of the City's labor groups. The department also made notable progress in strengthening organizational effectiveness citywide by providing staff training workshops in areas such as report writing, management, team building and supervisory skills.

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DEPARTMENT OF PUBLIC UTILITIES

Utilities Collects Honors; Delivers Results

The City of Fresno provides safe, reliable, low cost water, wastewater and solid waste services to over 500,000 City and County residents in the metropolitan area. The Utility Department has set nationally recognized standards for efficiency and low cost services. In 2002 the Reason Public Policy Institute recognized the Water Division as the most efficient municipal water service provider of the State's ten largest cities. In addition, Black and Veatch, an international engineering firm, published a national water and wastewater rate study. The Fresno Water Division had the lowest water rates of all systems surveyed, while wastewater rates ranked among the nations lowest, despite energy cost increases of \$2.8 million.

The Utility Department continues to make system and technology improvements necessary to remain competitive. A series of aggressive efficiency and technology initiatives implemented over the past several years in the Wastewater Division has reduced staffing levels 30% and reduced overall operating expenses below 1996 levels. This is a particular-

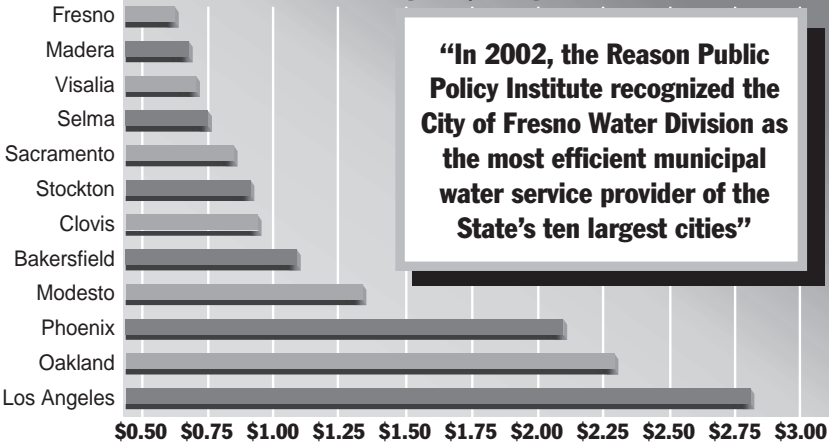
ly notable achievement given the 15% inflation, \$2.5 million in increased energy costs and a 10% increase in wastewater flows, which have all occurred during the same period.

The Solid Waste Division moved closer to its target of diverting 50% of the City's waste stream from landfills. In 2002, Fresno residents recycled 72,000 tons of green waste and 38,000 tons of metal, paper, cardboard, glass and plastics.

Utility Department Daily Performance Levels:

- Delivers 130 million gallons of safe drinking water to homes, businesses and fire hydrants.
- Collects 1,000 tons of garbage
- Composts 200 tons of green waste
- Recycles 100 tons of paper, plastics and metals
- Collects and treats 70 million gallons of wastewater

California Water Rate Comparison Cost per 1,000 gallons



"In 2002, the Reason Public Policy Institute recognized the City of Fresno Water Division as the most efficient municipal water service provider of the State's ten largest cities"

Budget Puts City on Sound Footing

A City's budget is designed to reflect the priorities of a community and to illustrate to taxpayers and ratepayers how their money is being spent. Despite tight financial resources facing the Mayor and City Council as they prepared the FY 2003 budget, they worked to strike a balance that will enable Fresno to continue its progress in many important areas.

This FY2003 budget was built on four cornerstones that reflect Mayor Alan Autry's priorities for the current fiscal year:

1. Maintain service levels and increase efficiencies. The first priority must be to maintain City services upon which this community relies. The quality of services provided must also be improved while at the same time the City looks for ways to reduce costs.

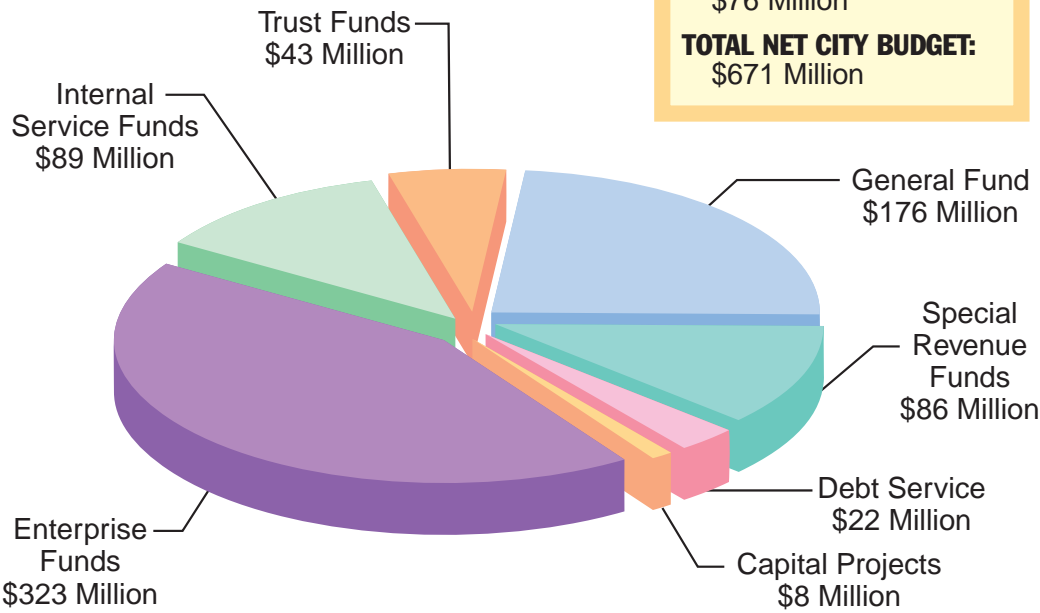
2. Protect the reserves. Before FY 2003, the budget basically had no reserves in the General Fund. As a result of proactive financial management during this past year, which took advantage of historically low interest rates, the reserve position is now on a sound basis; currently, it stands at close to 6%.

3. Increase public safety. There have been recent increases in both Police and Fire budgets in order to rectify an artificially constructed budget under-funding. The FY 2003 budget fully funded existing service levels in public safety. It also added a five officer team to concentrate on parolees.

4. Invest in downtown revitalization–Vision 2010. To move forward as a community, the Mayor and Council chose to invest in the City's future. The most dramatic and significant investment/opportunity is in the Vision 2010 for the downtown. As the Mayor has stated, "The time has clearly come to rebuild a new heart for Fresno." Furthermore, there has been strong Council support for selective and prudent public investment in this area.

The budget was not without tough choices. Which worthwhile program or service would be told there were insufficient funds for them? Unfortunately, many programs and services had to be told

Total City Budget \$747 Million Budget



that we could only afford current services. The City was fortunate, however, that the budget could be developed without cutting any significant services offered in FY 2002.

as user fees, are based upon the actual costs of services and these fees must increase when service costs increase due to increased energy or labor costs, for example.

However, Council approval of several revenue enhancing initiatives during FY 2002 have enabled staff to conservatively project additional revenue in FY 2003; enough to provide for a balanced budget and a reasonable cash reserve.

These new revenue initiatives included an audit of property tax distributions to the City and a comprehensive review of user fees, which documented the need for more equitable user fees for some City services. A review of Business Tax and Motel Room Tax payments are also underway and should result in additional General Fund revenues in FY 2003.

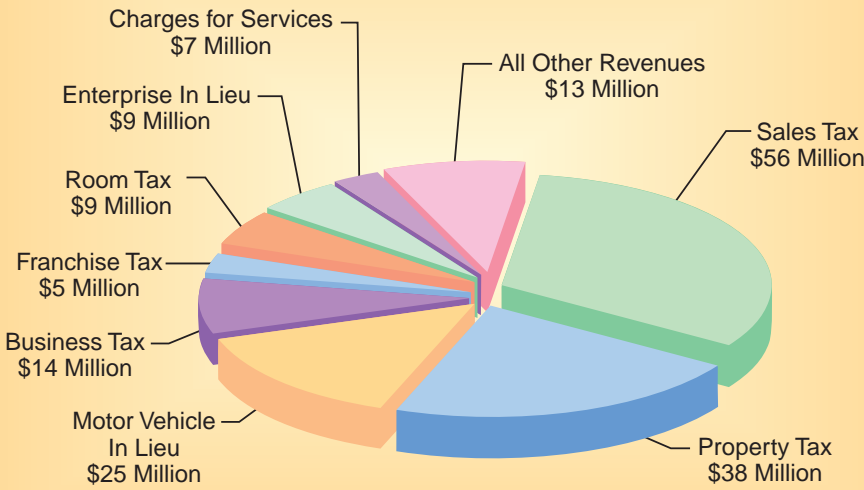
However, the most significant change to the City's financial situation from the previous year came about through a refinancing of the City's Pension Obligation Bonds. By taking advantage of historically low interest rates, this refinancing not only allowed the City to build up a cash reserve, but it also reduced ongoing debt service expenses by more than \$5 million per year.

Some programs are under special stress in FY 2003, such as Community Development Block Grant (CDBG) programs, which use federal dollars for important community services. As a result of a 30 percent drop in available CDBG funding in FY 2003, the City sought to find, wherever possible, other funding sources to make up for the reductions. Street and sidewalk repair was one area affected in this way. Other Federal and State funding sources, such as Governor's Transportation Improvement Program (GTIP) and ISTEA, were used to keep this vital program at full capacity.

While tight budgets had caused other programs such as Code Enforcement, Graffiti Abatement, and Operation Clean Up to tap their reserves and operate with less money, department managers are streamlining operations to ensure that service levels are maintained.

The bottom line is that Fresno's FY 2003 budget is very conservative. The General Fund reserves should help the city weather whatever financial storm may come our way as a result of economic trends or from state actions.

General Fund Revenues \$176 Million Budget

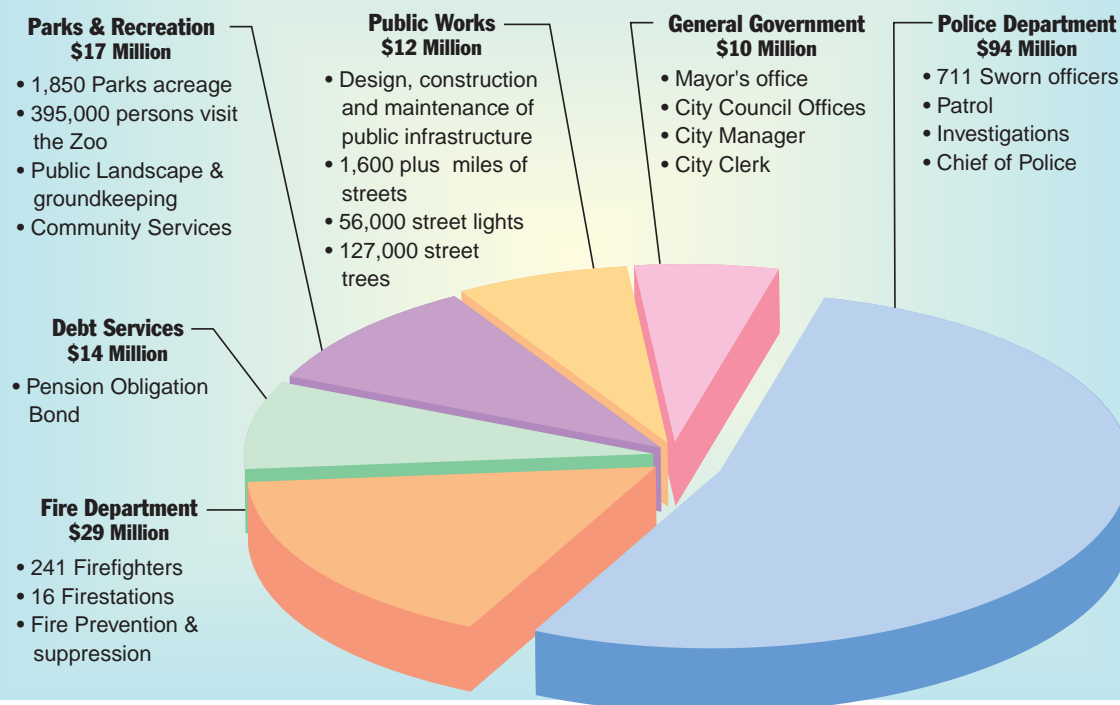


The funding for the budget comes from a variety of sources, including sales and property taxes, vehicle license fees, utility fees for water, sewer and solid waste, and a number of other funding sources. Some of these revenues are economically sensitive and rise and fall with the economy. Other revenues, such

Overall, General Fund expenses in FY 2003 are estimated to rise a modest 1.4 percent over the adopted budget of FY 2002. This is in spite of employee wages benefit costs, increased energy costs, and a number of new initiatives that are either mandated by federal or state law, or are of a high priority nature. Revenues were projected to remain flat in FY 2003, making it difficult, initially, to craft a balanced budget.

Where your Money goes...

General Fund Services \$176 Million Budget



At a Glance: Selected Citywide Statistics from 2002

Visitors Attending Convention Center Events **900,000**

Household Waste Tonnage Collected **278,655**

Building Inspections Conducted **80,775**

Non-Emergency Calls to Police Department **75,847**

Acre feet of Water Recharged **52,644**

Fire Department Calls For Service **28,000**

City Vehicle Repairs Made **27,500**

City Trees Trimmed **10,603**

Job Applications Received **9,355**

Public Parking Spaces In Downtown Fresno **7,885**

Fire Prevention Inspections Conducted **7,000**

Miles of Sidewalks Replaced **1,582**

ADA Curb Ramps Installed **1,008**

Total Convention Center Events **600**

Miles of Streets Resurfaced **86**

Frequently called numbers

Mayor and City Council.....	621-8000
Animal neglect, loose dogs (SPCA).....	233-7722
Arson hot line:.....	498-2776
After-Hours City Emergency.....	498-1100
Blocked storm drains, flooding.....	498-1492
Business or dog licenses.....	621-6880
City code violations.....	621-8400
Excessive construction noise.....	498-1384
FAX bus schedule.....	498-1122
Garbage, sewer or water bills.....	621-6888
Graffiti Hotline.....	486-2442
Job line.....	498-1573
Police non-emergency line.....	498-1414
Street sweeping.....	498-1447
Traffic signals, light repair.....	498-1486
Trash pickup info.....	621-1452
Water info.....	498-1458
Water emergency.....	498-1100

Website: www.fresno.gov

Annual Report

City Manager	Daniel G. Hobbs
Assistant City Managers	Andrew T. Souza Severo Esquivel
Deputy City Manager	Jerry Haynes
Public Affairs Officer	Randy Reed
City Attorney	Hilda Cantu Montoy
City Clerk	Rebecca Klisch
Department Directors	
Controller/Finance	Ruthie Quinto
Convention Center	Ernie Valdez
Fire	Michael Smith
General Services	Ken Nerland
Housing, Economic & Community Development	Fred Burkhardt
Information Services	Robert Hendricks
Parks and Recreation	Ron Primavera
Personnel Services	Adela Gonzalez
Planning & Development	Nick Yovino
Police	Jerry Dyer
Public Utilities	Martin McIntyre
Public Works	Severo Esquivel
Transportation	Noah Lagos

Redevelopment Agency	Dan Fitzpatrick Marlene Murphey
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